

North Mishawaka Connected daily life.

Milieu Works, Exchange Milieu and Health Milieu anchor a commercial redevelopment proposal with the expanded 17.38-mile walking, cycling and public-access network. MainMilieu is the presentation brand; each development and public phase retains its own financial responsibilities.

Project / program	Purpose	2026 capital
Milieu Works	Adaptive reuse at 3909 N Main; productive businesses and on-site Milieu Power.	\$6.25m
Exchange Milieu	Everyday commerce and Milieu Market, with on-site Milieu Power.	\$7.85m
Health Milieu	Physical outpatient care, with on-site Milieu Power.	\$8.80m
Expanded public access	Main and Grape to Cleveland; Douglas, Day, Fir, Filbert, Division, McKinley and hospital connections.	\$63.99m
Combined program	Property, energy and net incremental public network.	\$86.89m

The full base budget has a proposed source allocation: \$29.89m private / institutional capital and \$57.01m public capital. The detailed source schedule replaces the earlier \$42.90m financing target and reconciles to the complete \$86.89m program. Amounts round independently.

Capital and financing on the illustrative 2027–2031 schedule total **\$97.46m**. Full-network routine services and renewal reserves require **\$1.15m annually** in 2026 dollars, with proposed public / beneficiary operating allocations.

Source allocations are financing requirements, not executed commitments. Construction proceeds only after the relevant phase has approved awards or capital agreements, matching funds, property rights and maintenance obligations. No funding award, investor commitment or land acquisition is represented as secured.

Prepared for William E. Smith. The financing revision updates funding targets, TIF sizing, required equity and reimbursement costs. It preserves the approved GIS scope and construction estimate. Pages 43–53 and the accompanying editable workbook provide quantities, sources and assumptions.

01 / INVESTMENT DECISION

Match the financing plan to the full scope

Advance Milieu Works reuse, confirm food and clinical anchors, and deliver independently useful public-access phases. The September 15 financing revision assigns the entire expanded program to proposed source categories rather than carrying forward the smaller original funding target.

Program element	Proposed funding approach
Three-site property and energy	Retain \$6.50m property debt and \$4.50m operator capital. Required property / landowner equity rises to \$9.287m. Public targets are \$1.163m modeled TIF capacity and \$1.450m net RTC proceeds.
Expanded network	Allocate 50% to federal transportation targets, 35% to partner public capital budgets and 15% to institutional / beneficiary contributions. These are sponsor planning assumptions, not partner consent or evidence of available awards.
Grant match and liquidity	Screen 75% of network cost as potentially eligible; the federal target is below the assumed 80% cap on eligible costs. A proposed revolving line covers reimbursement timing, with its interest and fees in the scheduled cost.
Recurring network funding	Propose 85% public road-owner operating / reserve appropriations and 15% institutional / beneficiary agreements. Any charge to the three properties must be tested and credited within that allocation.
Phase closing	Require documented capital, eligible match, reimbursement terms, rights, design and ongoing services before work is authorized. If a source fails, defer the affected phase or underwrite a replacement.

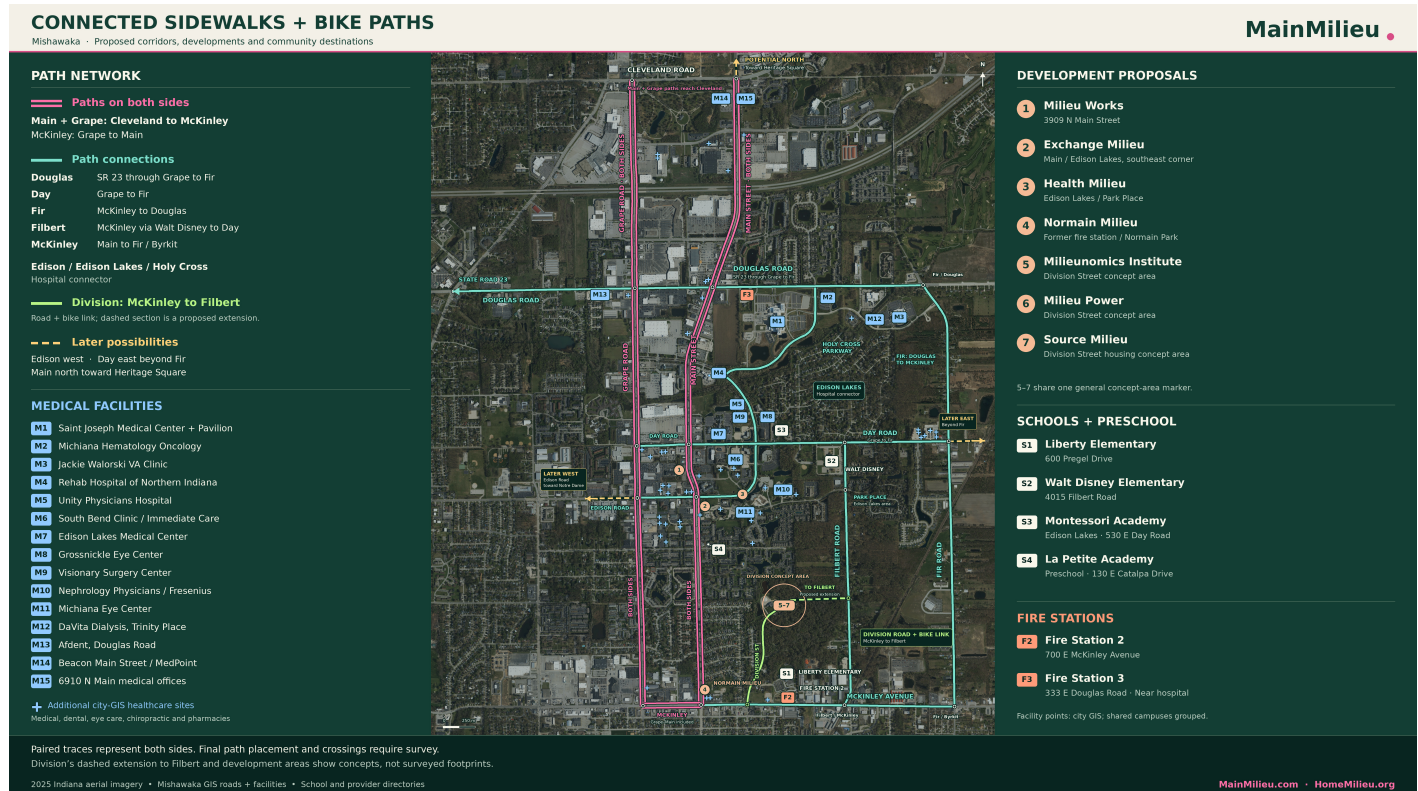
The investment case remains disciplined

The cost baseline is \$63.99m for infrastructure and \$86.89m for the combined program. Low / base / high estimates and the approved map remain unchanged. The scheduled capital requirement is now \$97.46m because grant financing follows the larger proposed transportation allocation.

No new rent premiums, tax increment, medical tenancy or fuel sales are assumed. Revised equity lowers stabilized property cash yields to approximately 3.7%, 2.1% and 3.9% for Works, Exchange and Health. Patient capital and contracted operating demand remain necessary.

02 / THE LARGER ACCESS NETWORK

Cleveland to McKinley. SR 23 to Fir.



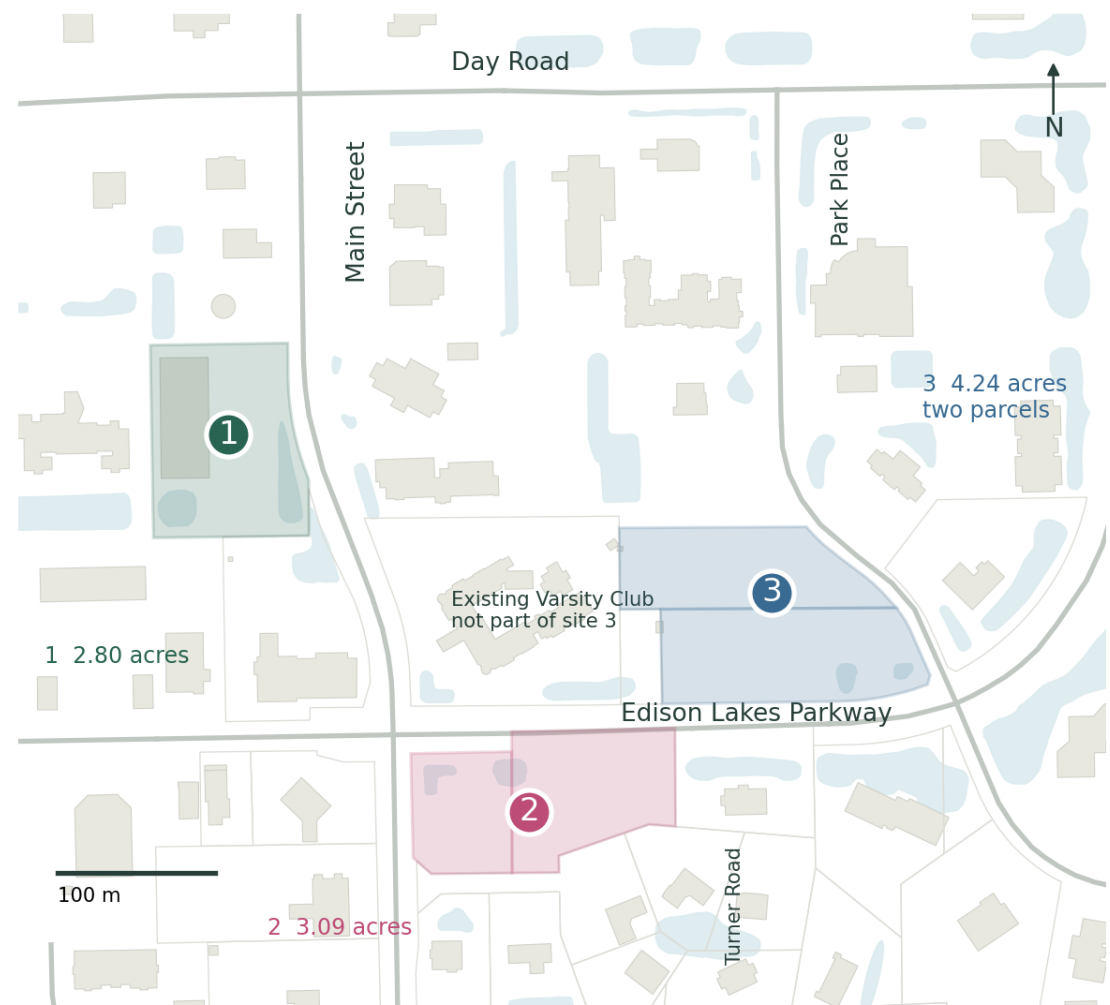
17.38 corridor miles connect the three commercial sites, related Milieu concepts and mapped daily destinations. The 16:9 map uses registered GIS road geometry over aerial imagery, with legends at both sides and its concept disclaimer retained. A readable full-size map is on page 43 and at mainmilieu.com.

Main and Grape run north to Cleveland. Douglas is included from SR 23 through Grape to Fir, with its west-pointing connection. Day connects Grape to Fir; Fir reaches Douglas and McKinley. Division connects McKinley to Filbert; Filbert serves Edison and Walt Disney school, continuing to Day as shown on the approved map.

Edison west toward Notre Dame, Day east beyond Fir, and the northward continuation toward Heritage Square remain future arrows. Their unmeasured extent is excluded from capital. The view stays focused on the current network.

03 / THREE SITES

Parcel screening and development limits



Parcel screening only. Survey, title and drainage rights control. Existing GIS building/water features can be dated. All three developments must connect accessible entrances to the corridor sidewalk/path network.

Site	GIS parcel references	Screened area
Works, 3909 N Main	029-1001-001506; state reference 71-04-33-451-011.000-005	2.80 acres
Southeast Main / Edison	027-1001-0603 and 027-1001-060308; west parcel listed at 3730 N Main	3.09 acres combined
North Edison / west Park Place	029-1001-002201 and 029-1001-002202; south parcel listed at 3801 Edison Lakes Pkwy	4.24 acres combined

City GIS point screening places all three in C-1 General Commercial, an existing TIF polygon, Zone X and a mapped Division wellfield five-year capture area. These checks do not certify whole-parcel boundaries, zoning permissions, wetland absence or flood safety. The third site excludes the adjacent Varsity Club strip and hotel. [\[2,4,5,6\]](#)

04 / PAIRED DEVELOPMENT MODEL

Complement Normain without duplicating it

The working Normain concept includes housing, a community center, flexible offices, recreation, cafe / event functions, behavioral / telehealth access and resource navigation. The commercial proposal adds productive space, everyday trade, physical outpatient care and the public routes that connect them. The final Normain scope and legal boundary remain to be confirmed. [7]

Function	Normain role	Commercial proposal role
Homes and community	Housing stability, homes, community rooms, flexible offices, recreation, events and support navigation.	No housing or competing community-center / event program in the three base projects.
Work and daily needs	Resident training, employment referrals and business navigation.	Operating repair / supplier tenants at Milieu Works and ordinary daily trade at Exchange Milieu, including Milieu Market.
Health	Behavioral / telehealth access and support navigation in the working concept.	Commercial physical outpatient providers at Health Milieu. No duplicated behavioral / telehealth hub.
Energy and water	Its own residential and neighborhood program.	Three small Milieu Power satellite facilities serving these commercial sites. No second regional energy / innovation campus or assumed transfer of Normain energy revenue.
Public finance	Housing-oriented allocation and obligations, if adopted.	Commercial redevelopment and access, with separate allocation schedules, debt and eligible-cost ledgers.
Shared connections	Neighborhood routes and resident access.	Coordinated sidewalks, bicycle connections and crossings with lawful, documented cost sharing.

Create a joint annual access and outcomes plan with separate legal entities, service contracts and financial ledgers. Home Milieu LLC or another selected sponsor may advance the properties; the Milieunomics Institute may support evaluation; Milieu Power is the proposed energy-service brand. No party is treated as a committed investor or approved public authority.

Record the use boundaries in leasing criteria. A change of tenant or program that overlaps Normain should trigger a compatibility review before altering the capital plan. Housing tax increment and housing subsidies are not pledged to the commercial model.

05 / WALK, ROLL AND CYCLE

Continuous routes on both sides

Corridor	Priced planning section / limits
Main Street and Grape Road	McKinley to Cleveland: one 10-foot shared-use path on each side. Two Toll Road crossing accommodations are separate allowances.
McKinley: Grape to Main	One 10-foot shared-use path on each side; complete intersection transitions.
Douglas, Day, Fir and Filbert	One 10-foot shared path plus a 6-foot opposite sidewalk. Douglas SR 23-Fir; Day Grape-Fir; Fir McKinley-Douglas; Filbert McKinley-Day via Edison and Walt Disney frontage.
McKinley: Main to Fir / Byrkit	Shared path plus opposite sidewalk; link current Station 2 and eastern housing access.
Edison / Edison Lakes / Holy Cross	Edison Grape-Main; Edison Lakes Main-Holy Cross; Holy Cross to Douglas / hospital. Shared path plus opposite sidewalk.
Division to Filbert	Existing road renewal and a conceptual new road extension, with a shared path plus opposite sidewalk; obtain road-owner scope and easements.
Junctions and entrances	20 junction allowances, 4 school packages, 2 fire-apron treatments, 6 medical access clusters, 120 lights and 30 rest / landscape / wayfinding nodes.

A shared design standard

Both-side walking continuity is an outcome requirement. A shared-use path accommodates walking and cycling on the budgeted side; busier frontages may need separate surfaces. Survey, accessibility and traffic review must establish widths, buffers, crossings and lawful exceptions. Do not drop one side at a driveway or constrained segment. [8,9]

Serve Liberty Elementary, Walt Disney Elementary, Montessori Academy at Edison Lakes and La Petite Academy. Protect emergency response at current Station 2, 700 E McKinley, and Station 3, 333 E Douglas. The old 2332 N Main station is the Normain concept location, not the current Station 2.

Retain useful infrastructure after an inventory. The cost model currently gives no reuse credit and therefore prices a full-corridor envelope; it does not assert every mapped segment lacks a path. Separate public frontage work from internal site circulation.

06 / ECOLOGY AND STEWARDSHIP

Reuse buildings, protect groundwater, maintain paths

Requirement	Implementation and accountability
Whole-roof solar	All usable roof area on each project; engineer structure, wind / snow loads, roof life, drainage, fire aisles and utility connection together. Require commissioning and annual performance reporting.
Retain stormwater functions	Keep existing ponds and storage unless a hydraulic redesign is approved. Confirm private drainage easements, shared outfalls, water quality and downstream capacity before grading.
Wellhead protection	Screen all uses and materials with Utilities. Favor dry repair and clean assembly. Exclude solvent-intensive processes and uncontrolled outdoor storage. Use lined or underdrained treatment where infiltration would create groundwater risk.
Lower heat and runoff	At Works, test removal of 0.35 to 0.50 acre of surplus pavement. At the other sites, retain substantial planted / basin area; test 35 to 45% landscape and water coverage at Health Milieu. Survey controls the final percentages.
Native habitat and shade	Use regionally appropriate native trees, shrubs and meadow planting, with salt tolerance near roads. Keep sight triangles open, protect mature trees where feasible and budget establishment watering.
Durable public access	Record appropriate public access easements. Assign snow / ice removal, pavement repairs, vegetation clearance, lighting and basin care before opening. Avoid paths that end at a property line.

City wellhead mapping is a precautionary screen. Zone X does not remove drainage risk; a mapped pond is not a wetland determination. Obtain Phase I environmental assessments, geotechnical work, wetland review and drainage analysis before final layouts. Infiltration is a design option only after site-specific approval. [4,5,6,10]

Community priorities should be tested through accessible walk audits, evening / weekend meetings and tenant interviews. Include nearby residents, people with disabilities, older adults, industrial and service workers, schools, current businesses and emergency responders. The aim is useful everyday access and durable commercial activity, with annual evidence of results.

07 / PROJECT 1 CONCEPT

Milieu Works



Adaptive reuse of the USA Skate Center, 3909 N Main Street. A practical home for businesses that repair products, assemble clean components and supply reusable fixtures or materials. Preserve the long building, replace the red / white / blue paint with warm earth tones and salmon, and acknowledge its history through a small interpretive feature. [11]

Program	Planning assumption
Gross / leasable area	23,890 square feet gross; 20,000 leasable; 3,890 circulation, services and support. Survey and measured plans govern.
Tenant mix	8,000 SF repair businesses; 8,000 SF clean assembly / suppliers; 4,000 SF product showroom and resale.
Roof and access	About 300 kW DC of solar over all usable roof area. Continuous Main frontage route and accessible walks to all entrances.
Site strategy	Reuse the structure; screen loading away from public paths; test roughly 55 to 70 parking spaces and substantial depaving against actual tenant needs.

Place the Milieu Power EV / H2 station on the SOUTH side, LEFT when facing the Main Street facade, near the existing southern pond. Keep its dry equipment pad outside storage and maintenance easements. Main remains a three-lane corridor in this frontage concept; surveyed geometry and traffic engineering control final striping. Continuous frontage paths connect to every entrance.

08 / WORKS DEVELOPMENT PLAN

Retain value before adding new floor area

Obtain an option or purchase agreement with inspection and financing contingencies. Confirm the current title holder and the effect of the reported 2026 transaction. GIS ownership and a broker transaction notice do not establish an available sale or asking price. [2,11]

Uses of funds	Million \$
Acquisition allowance	.95
Roof, envelope, MEP and life safety	.90
Tenant fit-out allowance	.45
Site, accessible routes and landscape	.35
Shared equipment / fixtures	.15
Full-roof photovoltaic system	.75
Design, surveys, permits and other soft costs	.35
Construction contingency	.35
Finance / closing / carry allowance	.15
Opening and operating reserve	.35
Total	4.75

Illustrative capital source	Million \$	Condition
Senior property debt	1.70	7% / 25-year amortization is a model assumption.
Landowner and patient equity	2.00	May include independently valued land contribution; cash still required for construction.
Local TIF reimbursement	.65	Verified eligible site / rehabilitation costs and performance agreement.
Net Redevelopment Tax Credit proceeds	.40	Unawarded; approval, eligible basis and assignment pricing required.
Total	4.75	Sources equal uses; no solar tax credit assumed.

Planning range: roughly \$4.0 to \$6.0 million including solar. Before closing: roof load and remaining-life report, hazardous-material review, fire / accessibility assessment, utility capacity, permitted-use confirmation and at least 60% credible preleasing. Complete roof repairs before installing panels.

The property budget above already includes roof solar. Add a separately funded \$1.50m Milieu Power water / EV / hydrogen facility for a total site program of \$6.25m. Its capital and operations are shown in sections 18A to 18D; they are not hidden in the landlord lease model.

09 / WORKS BUSINESS PLAN

Lease productive space with modest fixed debt

The property company owns and maintains the building; tenants operate their own businesses. Target local repair firms, electronics and durable-product services, clean small-batch suppliers and reusable fixture sellers. Obtain letters of interest from actual users, including regional manufacturers and service employers, before finalizing bay sizes.

Leasable use	SF	Annual base rent / SF	Potential annual rent
Repair businesses	8,000	\$18	\$144,000
Clean assembly / suppliers	8,000	\$17	\$136,000
Showroom / resale	4,000	\$20	\$80,000
Total	20,000	\$18 blended	\$360,000

\$000, except ratios	Year 1	Year 2	Year 3	Year 4	Year 5
Occupancy	65%	85%	92%	94%	95%
Rent + expense recovery	296.2	387.3	419.2	439.0	454.8
Property operating costs	157.7	163.1	165.0	169.7	174.2
Building replacement reserve	25.0	25.0	25.0	25.6	26.3
Cash available for debt	113.5	199.2	229.2	243.7	254.3
Annual debt service	144.2	144.2	144.2	144.2	144.2
Cash after debt	-30.7	55.0	85.0	99.5	110.1
Debt coverage ratio	0.79x	1.38x	1.59x	1.69x	1.76x

All rents are proposed underwriting inputs, not verified market comparables. Stabilized expense recovery is \$88,000. Property costs include taxes, insurance, common utilities, management and repair. The \$25,000 reserve is for building replacement; solar costs and benefits are tracked separately. No tenant sales, service profits, sponsorships or workforce grants enter landlord revenue.

Business controls

Use three- to seven-year leases, graduated deposits for qualified small firms, shared receiving by contract, and clear noise / waste rules. Give local businesses an initial leasing opportunity without promising below-cost rents. A lease-up reserve covers the first-year shortfall; distributions wait until reserves and lender covenants are met.

At stabilization, property cash after debt is about \$85,000, or 3.7% of the revised \$2.31m required equity. This excludes investor taxes, further capital and separately allocated solar benefits. Patient capital and verified tenant commitments remain necessary.

10 / PROJECT 2 CONCEPT

Exchange Milieu



Southeast Main Street / Edison Lakes Parkway. A small, everyday commercial destination: groceries and household needs with space for locally owned shops. Its identity is convenient access for nearby residents and workers, rather than event programming or another community center.

Program	Planning assumption
Building	One story, 16,000 gross square feet; 14,000 leasable.
Uses	6,000 SF Milieu Market; 4,000 SF household services; 2,000 SF local retail; 2,000 SF product showroom.
Whole-roof solar	About 210 kW DC; complete usable roof coverage.
Access and landscape	Main and Edison frontage paths; safe Turner / south-drive access; retain the two northern basin functions. Test 65 to 80 parking spaces.

Milieu Market is the grocery within Exchange Milieu. Its Milieu Power EV / H2 bays are on the east side, with the water / gas equipment on an approved dry pad near the northern ponds. Main and Edison routes continue across both frontages and all driveways. No operator has committed; survey and engineering govern the layout.

11 / EXCHANGE DEVELOPMENT PLAN

Phase the building if anchor demand is insufficient

Uses of funds	Million \$
Two-parcel land acquisition allowance	.75
Building shell / base systems	2.80
Site, drainage and accessible connections	.60
Tenant improvement allowance	.40
Full-roof photovoltaic system	.55
Design, approvals and other soft costs	.40
Construction contingency	.45
Finance / carry allowance	.20
Opening and operating reserve	.20
Total	6.35

Illustrative capital source	Million \$	Condition
Senior property debt	2.00	7% / 25-year model; lender and appraisal approval.
Landowner / strategic / patient equity	3.05	Low forecast yield; secure a realistic investor mandate.
Local TIF reimbursement	.75	Documented eligible public-benefit costs only.
Net Redevelopment Tax Credit proceeds	.55	Competitive, unawarded and subject to eligible basis.
Total	6.35	No solar credit or tenant business revenue assumed.

Property range: \$5.5m to \$8.0m including solar, before the \$1.50m energy facility. Confirm both parcel interests, drainage and cross-access. The land allowance is not an appraisal or offer.

Construction gate

Require 75% preleasing including Milieu Market, credible tenant economics and committed patient equity. If demand is insufficient, reprice a smaller first phase while preserving full-roof solar and continuous public access. Re-underwrite subsidy and returns for that scope.

Exchange has the weakest private return. Its subsidy case requires demonstrated service gaps and additional public access; tenant relocation alone is insufficient.

The property budget above already includes roof solar. Add a separately funded \$1.50m Milieu Power water / EV / hydrogen facility for a total site program of \$7.85m. Its capital and operations are shown in sections 18A to 18D; they are not hidden in the landlord lease model.

12 / EXCHANGE BUSINESS PLAN

Convenient daily trade, tested at tenant level

Leasable use	SF	Annual base rent / SF	Potential annual rent
Milieu Market	6,000	\$20	\$120,000
Household services	4,000	\$25	\$100,000
Local retail	2,000	\$26	\$52,000
Product showroom	2,000	\$24	\$48,000
Total	14,000	\$22.86 blended	\$320,000

\$000, except ratios	Year 1	Year 2	Year 3	Year 4	Year 5
Occupancy	60%	80%	93%	95%	95%
Rent + expense recovery	243.6	324.8	377.6	395.4	405.2
Property operating costs	114.2	118.9	122.0	125.5	128.7
Building replacement reserve	16.0	16.0	16.0	16.4	16.8
Cash available for debt	113.4	189.9	239.6	253.4	259.8
Annual debt service	169.6	169.6	169.6	169.6	169.6
Cash after debt	-56.2	20.3	70.0	83.8	90.1
Debt coverage ratio	0.67x	1.12x	1.41x	1.49x	1.53x

Stabilized expense recovery: \$80,000. Year 3 property operating costs: \$122,000; building reserve: \$16,000. Solar is a separate operating ledger. Year 1 and Year 2 are opening / lease-up years, not calendar years. Rents and costs rise 2.5% annually after Year 3 as a modeling convention.

Operating and tenant tests

The proposed Milieu Market tenant, paying \$120,000 base rent and roughly \$37,000 of proportionate recoveries would carry about \$157,000 annual occupancy cost before its own utilities. At \$3 million annual sales, that is about 5.2% of sales. This is a break-even discussion input, not a sales forecast; the operator must supply margins, staffing, inventory, spoilage and working-capital needs.

Target customer hours that serve shift workers, a useful staple-food assortment and safe short visits by foot or bicycle. Survey existing businesses before choosing tenants. Use a published local leasing process and small-bay options, without prescribing an untested subsidy-dependent operating model.

Stabilized property cash after debt is about \$70,000, or 2.1% of revised \$3.40m required equity. At a hypothetical 7.5% cap rate, Year 3 property NOI implies about \$3.41m value versus \$6.35m property cost. Appraisal and investor-return constraints remain.

13 / PROJECT 3 CONCEPT

Health Milieu



North side of Edison Lakes Parkway, west of Park Place. The preferred third concept is a modest physical outpatient health building, preleased to operating providers. It can serve workers, older residents and nearby households while fitting the surrounding medical / office pattern visible in the supplied imagery. The image does not establish unmet clinical demand.

Program	Planning assumption
Building	One story, 18,000 gross SF; 16,000 leasable and 2,000 support.
Physical care mix	8,000 SF occupational health / physical therapy; 4,000 SF dental / vision; 4,000 SF complementary physical outpatient services.
Solar and access	About 240 kW DC across the full usable roof; step-free entrances and public paths along Edison and Park Place.
Site arrangement	Park Place access, internal patient drop-off and roughly 70 to 90 parking spaces subject to actual use. Retain southern basins and protect future expansion space.

At Health Milieu, locate H2 / O2 equipment on a dry pad BETWEEN the two southern retention ponds. Connect a northern entrance and a separate southern exit to Park Place, subject to access approval. Keep both driveways north of Edison, connect the fueling area and front drop-off loop, and carry sidewalks / bike paths across them. Keep the clinic entrance route west of the compound; no oversized lower-left image title.

14 / HEALTH MILIEU DEVELOPMENT PLAN

Let the provider commitment determine the building

Uses of funds	Million \$
Two-parcel land acquisition allowance	1.00
Building shell and base systems	3.20
Site, drainage and accessible routes	.60
Base tenant improvement allowance	.60
Full-roof photovoltaic system	.60
Design, approvals and other soft costs	.50
Construction contingency	.40
Finance / carry allowance	.20
Opening and operating reserve	.20
Total	7.30

Illustrative capital source	Million \$	Condition
Senior property debt	2.80	7% / 25-year model; lender and appraisal approval.
Provider / landowner / patient equity	3.20	No health-system investment or guarantee assumed.
Local TIF reimbursement	.80	Eligible access, drainage or other approved redevelopment costs.
Net Redevelopment Tax Credit proceeds	.50	Competitive and unawarded; eligible project basis required.
Total	7.30	No solar credit or medical operating revenue assumed.

Property range: \$6.5m to \$9.5m including solar, before the \$1.50m energy facility. Specialized clinical fit-out, equipment and working capital are additional tenant obligations, preliminarily \$1.0m to \$1.5m. Heavy imaging or surgery requires a new budget.

Provider and community gate

Require 75% preleasing, a substantial anchor for ten years or longer, and committed equipment / operating funds. Confirm additional clinical access and a provider plan for accepted coverage, patient information and hours. No payer participation or volume is assumed.

The property budget above already includes roof solar. Add a separately funded \$1.50m Milieu Power water / EV / hydrogen facility for a total site program of \$8.80m. Its capital and operations are shown in sections 18A to 18D; they are not hidden in the landlord lease model.

15 / HEALTH MILIEU BUSINESS PLAN

An operating-provider lease model

Use approximately \$30 per leasable square foot annually as a proposed net base rent, producing \$480,000 at full occupancy. Recover agreed taxes, insurance and common costs under transparent leases. Benchmark rents against signed medical-office leases and actual fit-out specifications before relying on this assumption.

\$000, except ratios	Year 1	Year 2	Year 3	Year 4	Year 5
Occupancy	70%	90%	95%	95%	95%
Rent + expense recovery	406.0	522.0	551.0	564.8	578.9
Property operating costs	149.7	153.9	155.0	158.9	162.8
Building replacement reserve	20.0	20.0	20.0	20.5	21.0
Cash available for debt	236.3	348.1	376.0	385.4	395.0
Annual debt service	237.5	237.5	237.5	237.5	237.5
Cash after debt	-1.2	110.6	138.5	147.9	157.6
Debt coverage ratio	0.99x	1.47x	1.58x	1.62x	1.66x

At Year 3, rent is \$456,000 and expense recovery is \$95,000. Property operating costs are \$155,000; the building replacement reserve is \$20,000. Clinical supplies, licensed staff, payer collections, malpractice coverage, medical equipment and regulatory compliance belong to the providers, not the landlord forecast.

The business case to validate

Offer a location accessible to workers and residents by car, foot, mobility device and bicycle. Occupational health and physical therapy could serve regional employers; dental, vision or related outpatient tenants could share ordinary building services. These are target uses, not proven patient demand or referral agreements.

At full occupancy, approximately \$580,000 of annual rent and recoveries would require about \$5.8 million aggregate provider collections if operators set a 10% occupancy-cost ceiling. That ceiling is an illustrative operator test, not an asserted industry benchmark. Each provider must furnish its own revenue, staffing and cost model.

Stabilized property cash after debt is about \$139,000, or 3.9% of revised \$3.58m required equity, excluding solar benefits. At a hypothetical 7.5% cap rate, \$396,000 NOI implies about \$5.28m value. Obtain an appraisal and provider-backed capital before construction.

Protect the distinction from Normain: this project provides physical outpatient treatment through independent commercial providers. Behavioral / telehealth access, benefits navigation and general community support remain with the working Normain program. Future tenant substitutions require a compatibility review.

16 / THIRD-SITE ALTERNATIVES

Why a hotel remains an option

Option	Community and commercial fit	Decision
Physical outpatient Health Milieu	Potential weekday service demand; modest building; provider leases can be secured before construction; integrates with nearby office / health uses.	Preferred, only with expansion demand and signed leases.
100-key select-service hotel	Could serve business, university, medical and visitor demand; adds substantially more capital and direct lodging-market risk near existing hotels.	Alternative only; do not count its cost, jobs or tax increment in the base plan.
Speculative flex office / event center	Overlaps Normain flexible offices / events and has no demonstrated anchor here.	Do not advance as the base concept.
Hold / landscape pending demand	Avoids premature building and preserves drainage and a future use. Frontage connectivity can proceed independently if funded and legally accessible.	Preferred fallback if no credible operator commits.

The August 13, 2026 Visit South Bend Mishawaka presentation reports through-June area occupancy of **55%**, ADR of **\$129.24**, and demand down 5%. Its selected 15-property group reports 61% occupancy and \$165 ADR. These are different comparison sets and partial-year figures, not a full-year forecast for this site. [12]

A transparent hotel stress test

For illustration, 100 rooms, ancillary revenue equal to 6% of room revenue, \$1.60 million fixed operating cost, variable costs of 30% of revenue, a 4% replacement reserve, and \$9.50 million debt at 7.5% / 25 years produce the following debt coverage. A new hotel might cost roughly \$19 million including full-roof solar, plus a separate \$1.50 million Milieu Power facility if selected; an independent estimate and capital stack are required.

Illustration	Occupancy	ADR	Total revenue	Debt coverage
Downside illustration	55%	\$129.24	\$2.75m	0.26x
Moderate case	65%	\$145.00	\$3.65m	0.96x
Target case	70%	\$155.00	\$4.20m	1.39x
Strong case	75%	\$165.00	\$4.79m	1.85x

Do not substitute the partial-year market statistics for a forecast. Obtain a competitive-set study, pipeline inventory, weekday accounts, operator terms and investor return requirements. Require full usable roof solar and the same public paths if the hotel is selected. No public hotel guarantee or subsidy is assumed.

17 / SOLAR CAPITAL AND OPERATIONS

Every usable roof becomes a solar roof

Mandatory design brief: cover all usable roof area with photovoltaic modules on all three projects. Reserve only required fire access, edge setbacks, drainage, safe maintenance routes and essential equipment clearances. Coordinate mechanical equipment placement to maximize solar coverage. Final capacity follows engineered roof geometry, not the illustrative kW targets.

Project	DC capacity target	Capital included	Illustrative annual output
Milieu Works	300 kW	\$750,000	345,000 kWh
Exchange Milieu	210 kW	\$550,000	241,500 kWh
Health Milieu	240 kW	\$600,000	276,000 kWh
Total	750 kW	\$1,900,000	862,500 kWh

Output assumes 1,150 kWh per kW annually, a planning input rather than a completed PVWatts or engineering simulation. Confirm shading, orientation, snow, degradation, roof loading, transformer capacity and hourly tenant demand. Include an interconnection / protection allowance in bids and investigate utility-required upgrades before closing.

Local utility rule changes the economics

Mishawaka Utilities’ published behind-the-meter policy permits customer generation but states it does not credit energy supplied back to the grid. Obtain written confirmation of the serving utility, current tariff, meter arrangement and export-control requirements for each parcel. The model assumes **\$0 export revenue**. [13]

Energy ledger, all projects	80% self-consumption	50% self-consumption
Avoided energy cost at assumed \$0.12 / kWh	\$82,800 / year	\$51,750 / year
O&M, inspection and insurance allowance	\$18,750 / year	\$18,750 / year
Inverter / equipment replacement reserve	\$7,500 / year	\$7,500 / year
Net annual solar benefit	\$56,550	\$25,500
Net benefit / gross solar capital	3.0%	1.3%

These are scenario savings, not utility quotes, landlord revenue or guaranteed returns. Model hourly self-consumption and curtailment; demand charges and fixed charges may remain. Solar alone does not provide backup power during an outage. No battery, export credit, community-solar credit or housing energy cross-subsidy is assumed.

At the 80% scenario, net annual solar benefit is \$22,620 at Works, \$15,834 at Exchange and \$18,096 at Health Milieu. Their combined annual maintenance and equipment-reserve allowances are \$10,500, \$7,350 and \$8,400 respectively. Allocation between owner and tenant must follow the executed green leases.

18 / SOLAR DELIVERY AND OWNERSHIP

Pay for full coverage without hiding the cost

The full \$1.90 million rooftop system capital is included in the \$18.40 million property budgets and matched by the stated sources. The separate \$4.50 million Milieu Power program does not purchase these same arrays again. Property debt-service coverage excludes solar savings, avoiding double counting with tenant utility payments.

Delivery choice	How it can work	Required protection
Owner-funded arrays	Property / patient investors fund the systems; green leases allocate the actual benefit between owners and tenants.	Annual meter reporting, transparent charges, no billing tenants more than agreed utility-equivalent cost, separate maintenance reserve.
Solar equipment lease / energy investor	A qualified investor funds equipment and receives an agreed lease payment or other lawful return.	Current utility and legal approval; payment fits verified savings; lender consent and roof access agreements. Not an extra base-case funding source.
Third-party power agreement	Consider only if current utility rules and legal structure permit it.	Do not assume off-site retail sales, net metering or virtual credits to Normain housing.
Federal incentive upside	Screen current Section 48E and other applicable tax provisions with tax counsel.	No automatic 30% credit in the base plan; comply with construction / service deadlines and other eligibility rules.

IRS guidance implementing the 2025 law creates restrictive timing for wind / solar facilities. A project beginning construction after July 4, 2026 generally needs to be placed in service by December 31, 2027 to avoid the relevant credit termination rule. This makes credits uncertain for the proposed new buildings. The base sources contain no federal solar credit. [14]

Delivery conditions

Obtain an independent structural review at Works and design both new roofs for full arrays from day one. Price waterproofing, penetrations, warranties, disconnects, utility controls and eventual inverter replacement. Require contractor commissioning, safety documentation and a production warranty with remedies appropriate to the contract.

Align arrays with daytime loads such as refrigeration, occupied clinical rooms and productive tenant operations. Where load is insufficient, retain the full-roof design requirement while resolving lawful curtailment, storage or additional owner capital before procurement. Do not promise an export business that the utility does not offer.

Milieu Power or another qualified provider could bid on the energy scope. No exclusive role, ownership interest, utility franchise or financing commitment is assumed. Solar procurement should preserve competitive pricing and clearly allocate roof repair responsibilities.

18A / MILIEU POWER FACILITIES

Three small facilities, one service standard

Each project provides branded EV charging and a hydrogen fueling bay, plus a compact pond-adjacent water / electrolyzer facility. Use forest-green Milieu Power signage and **pink H2 markings** consistently; O2 labels remain forest green. Separate public fueling from secured production and storage. Pink is the H2 brand color; mandatory hazard labels retain required code colors.

Site	Position and circulation
Milieu Works	SOUTH / left of the front-facing building, beside the existing pond. Keep frontage paths continuous, provide service access from internal circulation and keep equipment out of the pond / easement.
Exchange Milieu	EV / H2 bays on the east side near Turner access. Water / gas compound on a dry pad near the northern basins; protect Milieu Market deliveries and customer paths.
Health Milieu	H2 / O2 compound BETWEEN the two southern ponds. Northern entrance and separate southern exit from Park Place, north of Edison. Internal access serves the rear fueling area and front loop without crossing either pond.

One facility: planning allowance	Million \$
Four Level 2 ports and one 60 kW DC charger serving two bays	.20
25 kW PEM electrolyzer package / controls	.15
Water capture, treatment, polishing and cistern	.18
H2 conditioning, compression, storage and one fueling bay	.55
Electrical, civil and site protection	.17
Design, permitting and contingency	.20
Opening reserve	.05
Per facility / three-facility total	1.50 / 4.50

These are unquoted order-of-magnitude allowances, with a broad \$1.0m to \$2.5m range per facility. The base includes all three facilities; specialized medical-oxygen qualification / distribution is additional. Final dispensing capability must match actual contracted vehicles and a vendor package.

A professional site review must confirm building openings, public paths, ignition sources, gas separation, ventilation, emergency access, drainage, wellhead protection and applicable fire / electrical requirements. The between-pond pad at Health Milieu must be enlarged or redesigned if it cannot meet them; do not reduce pond storage to force the illustrated footprint. [5,48]

18B / WATER AND GAS PROCESS

Treat water first; electrolyze a purified small stream

Stormwater treatment and electrolysis are different processes. Ponds and engineered treatment manage runoff quantity and pollutants. A small treated-water stream may then be purified to the electrolyzer specification. Electrolysis splits suitable water into hydrogen and oxygen; it does not remove the contaminants in raw pond water. [45,47]

Step	Design obligation
1. Runoff management	Preserve basin storage and outfalls; intercept sediment, litter and relevant pollutants through an engineered treatment train. Size this system to catchment and design storms.
2. Feedwater preparation	Take a small approved stream to a cistern, filtration and appropriate polishing / deionization. Test water, handle rejected concentrate lawfully and provide a suitable backup supply.
3. Gas production	Meter power and feedwater; operate the vendor PEM package within its limits. Keep H2 and O2 systems separate, with independent handling and professional safety review.
4. Hydrogen use	Condition / compress / store and dispense only through approved equipment matching the contracted vehicles. Provide certified operation, maintenance and emergency procedures.
5. Oxygen handling	Manage oxygen safely through the vendor system. Product recovery and qualified medical use require a separate approved quality and distribution chain. No direct clinic feed is assumed.

Illustrative balance at three 25 kW facilities

At 6,000 equivalent full-load hours and **55 kWh per kg** for the electrolyzer system, three units make approximately **8,180 kg H2 per year**, or 2,730 kg per site. The 55 kWh input is a DOE published status benchmark used for screening, not a promised vendor efficiency. Add an assumed 7 kWh/kg for compression and associated services. [46]

At a planning feed allowance of 20 liters per kg, the three units require about **164 cubic meters of prepared raw feed annually**, excluding any additional cooling demand. Stoichiometric water consumption is about 9 liters/kg; actual recovery, cooling and rejects require vendor design. This small feed volume does not treat the corridor’s whole runoff volume. [47]

Gross oxygen production is approximately 8 kg per kg H2, or **65 tonnes per year across the three sites**, before recovery losses. That is a physical output estimate, not a sale or medical supply commitment. Test both water availability through dry periods and hourly electricity supply before selecting equipment.

18C / ENERGY BUSINESS PLAN

Fuel and charging margins do not yet pay for the facilities

Operate the three facilities through a qualified Milieu Power service company or contracted operator with separate meters, insurance, maintenance, reserves and customer contracts. The following annual stabilized illustration assumes all output is sold; demand and prices are unverified.

Annual energy-service ledger, all three sites	Model input / result
Hydrogen sales	8,182 kg at assumed \$18/kg = \$147,300
EV charging sales	264,900 delivered kWh; Level 2 at \$0.32 and DC at \$0.42 = \$97,400
Total sales	\$244,700
Hydrogen electricity	507,300 kWh at \$0.12 = \$60,900
EV input electricity	287,900 kWh at \$0.12, including losses = \$34,600
H2 service, water / quality, insurance, administration	\$111,000
Stack and compressor replacement reserves	\$30,000
EV network / maintenance and merchant fees	\$16,400
Common demand-charge allowance	\$30,000
Cash before financing and investor return	Approximately NEGATIVE \$38,200 per year

EV utilization assumes twelve 11 kW Level 2 ports at 12% and three 60 kW DC chargers at 8%, with 92% charging efficiency. H2 service is \$75,000, water / quality \$9,000, insurance \$15,000 and administration \$12,000 annually. Actual utility energy and demand tariffs are not quoted. No oxygen sales, hydrogen tax credit or solar transfer benefit is included. [36]

An illustrative 8% annual cash return on the \$4.50m facility equity would require \$360,000 after operating costs. With the modeled deficit, that means roughly **\$398,000 additional annual contracted margin or other support**. This is an investor hurdle, not a forecast. A capital grant alone does not cure an operating deficit.

Before commissioning hydrogen, secure vendor pricing, credible vehicle demand and a contract that covers operation, replacement reserves and agreed capital recovery. Start EV service when ready; stage hydrogen commissioning at each planned site through these gates. Do not put an unspecified fueling operating guarantee onto TIF or the clinic.

18D / ENERGY, OXYGEN AND FINANCING

Keep the optional value separate from the base case

Electricity and ecological integrity

The illustrative H2 and EV facilities consume about **795,000 kWh annually**, before building loads. The roofs produce a modeled 862,500 kWh before timing, weather and curtailment. Similar annual totals do not establish self-sufficiency or hourly renewable hydrogen. Model utility imports, building priorities, interconnection and hourly matching. [36,45]

The property solar case already allocates an 80% self-consumption benefit. Do not allocate that same electricity a second time to the fuel company. Only demonstrably unused or separately purchased renewable power may be added to a new energy case. Account for water treatment residuals, grid emissions, compression, vehicle suitability and alternative direct electrification.

Potential oxygen for Health Milieu

Medical use is an optional later partnership with a qualified medical-gas producer / distributor. It requires applicable certification and licensing, validated manufacture, product quality release, suitable storage / distribution and clinical backup. Electrolyzer oxygen does not become medical oxygen merely because it is generated beside a clinic. The clinic retains an approved conventional supply until the complete system is qualified. [49,50]

Allow a provisional **\$450,000 additional** for a Health Milieu oxygen qualification / supply option, subject to a specialist proposal. It is excluded from the \$86.89m base and has no assumed revenue. Do not claim this allowance covers every possible regulated manufacturing configuration.

Private and public funding screen

The \$4.50m base facility capital is assigned to uncommitted operator / patient equity. Alternatives include equipment finance, a strategic fleet investor, customer minimum-use / availability contracts and eligible demonstration funding. Any debt must fit independently underwritten cash flow. No equipment subsidy is assumed awarded.

Section 45V is possible only if current emissions, verification, labor and other rules are met. Current law requires qualified facility construction to begin before January 1, 2028. Credit value is not automatically the highest tier. No 45V credit enters the base cash flow. [51,52]

Do not assume Section 30C for new charging / fueling property placed in service after June 30, 2026. Screen current competitive transportation / energy notices individually; their availability and site eligibility are not established here. Keep stormwater grants restricted to eligible water-quality costs, not a disguised fuel-production subsidy. [31,32]

Price the network by quantity

The expanded net public-network estimate is **\$63.99m in 2026 dollars**. It replaces the prior \$20.00m allowance. GIS quantities include 23.71 shared-path miles and 11.04 opposite-side sidewalk miles across 17.38 corridor miles. Costs are original planning estimates, not contractor quotes.

Work package	Base, million \$
Linear paths, sidewalks and Division road works	26.19
Additional drainage / utility allowance, 15% of linear works	3.93
20 accessible junction packages	3.50
School, fire and medical access packages	1.35
Lighting, rest points, landscaping and wayfinding	1.65
Two Toll Road crossing accommodations	6.00
Direct construction subtotal	42.62
Survey / environmental / design, 12% of direct	5.11
Construction engineering / administration, 8% of direct	3.41
Construction contingency, 25% of direct	10.65
Rights-of-way and easements	2.50
Gross network capital	64.29
Less provisional overlap already in site budgets	(0.30)
Net incremental network capital	63.99

Planning range: **\$38.71m-\$114.91m**. Base unit rates are \$150 per path foot, \$95 per sidewalk foot, \$180 per existing Division road foot and \$900 per new Division road foot. Pages 44-46 and the workbook expose quantities and rates. Inflation is modeled separately.

Toll Road, land, drainage and utility conditions remain major cost uncertainties. Two \$3m crossing allowances are not engineered bridge designs or a guarantee that complete replacement structures fit the range. Annual operations and reserves are outside capital.

20 / RECONCILED CAPITAL PLAN

A complete proposed sources-and-uses schedule

Uses, million \$	2026 dollars	2027-2031 dollars
Milieu Works, Exchange and Health, including on-site energy	22.900	24.623
Net incremental network capital	63.992	71.675
Reimbursement interest / fees	0.000	1.165
Total uses	86.892	97.463

Proposed sources, million \$	2026 dollars	2027-2031 dollars
Property senior debt	6.500	6.500
Property / landowner equity required	9.287	11.010
Energy operator capital	4.500	4.500
Capacity-tested TIF target	1.163	1.163
RTC net proceeds target	1.450	1.450
Federal transportation target	31.996	35.838
Partner public network capital	22.397	25.086
Institutional / beneficiary network capital	9.599	10.751
Sponsor reimbursement interest / fees	0.000	1.165
Total proposed capital sources	86.892	97.463
Program capital and financing uses	86.892	97.463

Private / institutional allocation: **\$29.89m** in 2026 dollars and **\$33.93m** on the schedule. Public allocation: **\$57.01m** and **\$63.54m**, respectively. The workbook reconciles full-precision sources and uses; table amounts round independently.

These are required capital allocations. Property equity covers the residual after capped debt, operator capital and public targets; it requires sponsor or landowner agreement. Land value must be independently supportable and is not spendable construction cash. The whole program remains subject to documented commitments.

Use verified capacity and lawful cost sharing

The revised source plan uses only the approximately **\$1.163m net capacity** produced by the three-site illustration. The former \$5.60m TIF ceiling is no longer a funding source in this plan. Public-network capital uses proposed federal, partner public-budget and beneficiary contributions instead.

Required work	Application
Allocation-area review	Match sites to adopted areas, base assessments, district term, current cash, debt pledges, deductions and overlapping taxing units. The GIS overlay does not establish available revenue. [1,4,17]
Eligible improvement nexus	Document why public access, drainage or redevelopment costs are eligible. Complete any required plan amendment, findings, notices, hearings and approvals. [18]
TIF target allocation	Allocate the modeled capacity across Works, Exchange and Health in proportion to their prior site TIF requests. Required private equity replaces the remaining site TIF request. No surrounding concept appreciation is added.
Network public capital	Negotiate phased cash appropriations and interlocal cost sharing for the 35% partner-public allocation. No public-network bonds or repayment source are assumed; borrowing requires a separate debt-service model and approval.
Separate programs	Normain and the Division-area concepts retain their own accounts and legal authorities. Shared access requires an approved cost allocation; common branding does not pledge housing or institutional revenues. [19]

Approval remains a closing requirement

The capacity estimate is not an available balance, a bond commitment or a finding of legal eligibility. Actual district resources may be lower. If capacity falls, sponsor equity must increase or the affected property phase must be revised; the public allocation does not rise automatically.

Recurring operations and renewal reserves use proposed operating appropriations and beneficiary agreements. Neither capital-grant nor TIF operating eligibility is assumed.

Size the TIF target before assigning equity

Model input	Assumption
Incremental assessed value	\$9.50m total: Works \$2.0m; Exchange \$3.0m; Health \$4.5m.
Effective collectible yield	1.8% of incremental assessed value; scenario, not a quoted tax rate.
Available increment	80% after a 20% policy holdback.
Debt sizing	1.30x coverage; 6% interest; 20-year monthly amortization.
Net proceeds	95% after illustrative issuance / reserve allowance.

This produces \$171,000 gross annual increment, \$136,800 available increment and approximately \$105,231 maximum annual debt service. Modeled net capital capacity is **\$1,162,815**. Confirm collections, debt terms and the legal remaining district life before any commitment.

Property	TIF target	Required equity	Y3 cash yield
Milieu Works	\$343,559	\$2.31m	3.7%
Exchange Milieu	\$396,414	\$3.40m	2.1%
Health Milieu	\$422,842	\$3.58m	3.9%
Total	\$1,162,815	\$9.29m	

The change from the earlier financing plan

The previous site TIF request totaled \$2.20m. Limiting it to modeled capacity adds **\$1.037m** to required property / landowner equity, increasing that total from \$8.25m to \$9.287m. Debt remains \$6.50m. This preserves the property operating cash forecasts while updating investor cash yields.

The old \$3.40m network TIF allocation is removed from the current source plan. Do not add speculative property appreciation, Normain housing, Source Milieu or regional energy values to support it. Actual tax-base and district-resource evidence may support a later amendment, which must be separately modeled.

Test sources as well as construction costs

Case	Network, 2026	Program, 2026	Scheduled capital
Low	\$38.71m	\$61.61m	\$66.67m
Base	\$63.99m	\$86.89m	\$97.46m
High	\$114.91m	\$137.81m	\$163.25m

The funding percentages recalculate for each cost case. That calculation expresses a larger or smaller financing requirement; it does not prove that agencies, capital budgets or institutions can supply the resulting amount. Full bridge structures and exceptional utilities or remediation may exceed the high estimate.

Risk	Required response
Federal awards below target	The base target is \$32.00m across approved phases and cycles. A shortfall requires a smaller funded phase or separately approved replacement capital, not assumed extra local aid.
Partner capital not approved	Do not count the 35% public or 15% beneficiary allocation as available cash. Obtain appropriation / contribution agreements and verify cash timing before authorizing work.
Lower TIF capacity	A 20% lower assessed value and 1.4% yield would reduce net capacity to roughly \$0.724m. The resulting approximately \$0.439m property shortfall needs equity or a revised closing.
Slower reimbursement	The six-month lag creates approximately \$4.59m peak draw in the base schedule. A full-year lag can exceed the \$9m line. Reprice interest, enlarge documented liquidity or slow spending.
Owner maintenance allocation	Charging the three properties 25% of network upkeep would require about \$286,923 annually and reduce coverage to about 0.80x / 0.94x / 1.20x. No such charge is assumed.

Original property occupancy / rent / expense stress still produces cash deficits. Revised equity yields are approximately 3.7%, 2.1% and 3.9% at stabilization before separately allocated solar benefits. Preserve opening reserves of \$350,000 / \$200,000 / \$200,000 and lender covenants.

The \$1.15m annual network obligation has proposed recurring allocations but requires agreements. Beneficiary contributions are not repayable investments in this model; if converted to loans, add repayment and a real source of operating cash.

24 / PUBLIC VALUE

A credible case for revitalization

The strongest public case is a linked package: rehabilitate a vacant commercial structure, add useful tenant businesses, make daily services reachable without a car, protect drainage and reduce building energy purchases. The network benefits residents, existing employers and other properties beyond the three sites. These benefits are plausible mechanisms to test, not established causal results.

Public outcome	Evidence needed before a major commitment	Enforceable output
Useful commercial activity	Vacancy and business inventory; tenant expansion evidence; independent rent / demand study.	Signed leases, minimum completed improvements, regular occupancy reporting and timely reopening.
Additional employment	Tenant staffing plans, wage schedules and prior local locations. Separate retained, transferred and net new jobs.	Annual anonymized payroll / job certification and targeted local recruitment through existing providers.
Safer everyday access	Sidewalk-gap inventory, pedestrian and bicycle counts, crash / near-miss data and a disability access audit.	Continuous routes and priority crossings delivered before or with occupancy; public access and maintenance obligations.
Resident access to essentials	Household interviews, food / service gap assessment and provider commitments.	Agreed tenant mix, useful hours and clearly documented service access.
Ecology and energy	Roof survey, hourly load / solar model, pavement baseline, basin capacity and water-quality review.	Full usable roof coverage, measured production, maintained native planting and approved drainage controls.
Public fiscal return	Parcel-level with / without project forecast and impacts on all affected taxing units.	Capped aid, annual reporting, surplus / release policy as lawful, and no unverified revenue pledges.

An employment target, not an economic-impact claim

An initial operating target is 30 full-time-equivalent jobs at each site, or 90 gross jobs. At illustrative average wages of \$55,000 at Works, \$36,000 at Exchange and \$65,000 at Health Milieu, gross payroll would be \$4.68 million. If only half is additional to the local economy, the net-additional target is 45 jobs and \$2.34 million payroll. Tenant evidence must replace these assumptions.

Payroll is not itself a public benefit-cost value, and no employment multiplier is applied. Do not claim that every tenant relocation or new lease creates a new regional job. Construction jobs and one-time spending are separate and not estimated without a construction employment model.

Evaluate the revised public requirement

Alternative	Required comparison
Development without aid	Estimate what could be built, leased and connected without subsidy; identify an evidenced financing gap and additional public deliverables.
Reuse and priority links first	Test Works and independently useful safe connections before speculative new buildings or outer network phases.
Paths without property aid	Separate citywide safety obligations from improvements caused by the three sites; retain useful existing paths.
Delay for real operators	Hold a site rather than assume a tenant, fuel customer or tax increment because a route is proposed.

A revised public-cost funding screen

The base source allocation calls for **\$57.01m** public capital and approximately **\$975,539** of annual public road-owner maintenance and reserve funding in 2026 dollars. Beneficiary agreements carry the other \$172,154 annually.

Using the original simplified screen, with public capital at time zero, 20 annual benefit / maintenance periods beginning in Year 3, a 4% real discount rate and no residual, the recurring gross public-benefit threshold is approximately **\$5.51m per year**. Assigning all network upkeep to the public side would raise it to **\$5.68m**. The workbook calculates both sensitivities.

This is a funding threshold, not measured benefits or a benefit-cost ratio. A full appraisal must use actual construction timing, resource costs and defensible safety, access, travel and environmental benefits. Do not count wages, appreciation and tax transfers as independent social gains.

Disclose fiscal effects and obtain approval

Show effects on the City, county, schools, library and other taxing units under actual levies, caps, district rules and service responsibilities. The expanded source allocation does not establish that the public contribution is justified or affordable. Require a documented alternative, verified financing need and measurable public outputs before appropriation.

Funding routes and the evidence they need

Source route	Current plan	Evidence required
Federal transportation via MACOG / INDOT	50% of network: \$31.996m in 2026 dollars.	Eligible walking, bicycle, safety and roadway phases; public sponsor, competitive selection, TIP / STIP programming, available authority, local match and award agreement. [9,15,F1,F2]
Partner public capital budgets	35% of network: \$22.397m.	Named road-owner and partner appropriations / interlocal agreements. No new network TIF or public-network borrowing is assumed.
Institutional / beneficiary capital	15% of network: \$9.599m, plus reimbursement financing costs.	Upfront contribution agreements, eligibility of match, payment timing and no duplicate reimbursement. No medical or other institution is committed.
Three-site TIF	Modeled target \$1.163m.	Verify actual district capacity, eligible costs, legal term and public approval. Removes unsupported prior TIF allocation.
Indiana RTC	Retained \$1.450m net proceeds target.	Competitive approval, eligible basis, assignment and cash realization; no award is assumed. [20]
CDBG / Section 108	Alternative only; no base amount.	National objective, eligible cost, local priority and any loan repayment exposure. A replacement source requires a revised allocation. [16,21]
BUILD / SS4A	No current award counted.	2026 BUILD selections are announced; FY2026 SS4A closed May 26. A future round requires confirmed authority and eligibility. [F3,F4]

At an 80% federal share, the \$31.996m target requires at least **\$7.999m** of eligible non-federal match. Proposed public and beneficiary network capital totals \$31.996m, covering match and other costs if committed and allowable. Do not apply federal money as unrestricted match for another federal award.

MACOG's current project application deadline is October 12, 2026. Selection is competitive and programming is fiscally constrained; the plan does not assume the region can allocate this amount in one cycle. Rephase if available awards and appropriations do not support the illustrated schedule. [F1]

27 / FINANCING INVENTORY B

Redevelopment, environment and community tools

Tool / applicant	Potential fit	Limits and next action
IFA Indiana Brownfields / eligible public or private participant [10]	Assessment assistance, eligible cleanup loans or grants, depending on applicant and program. Useful if Phase I identifies a real problem.	Contamination is not presumed. Establish eligibility and liability protections before acquisition.
EPA Brownfields / eligible government or nonprofit [22]	Assessment, cleanup and revolving-loan programs; private owners may access eligible local loan channels.	Private for-profit owners are not automatically eligible direct grantees. No award assumed.
EDA Public Works / eligible public or nonprofit sponsor [23]	Works-related industry infrastructure if distress, CEDS alignment and other program criteria are met.	Not a generic subsidy for a retail center or private clinic. Establish eligible sponsor / scope.
READI / regional partnership [28]	Explore approved regional priorities and any available reallocation compatible with this commercial program.	Announced regional awards are not an open cash balance. No READI amount is in the stack.
IHCDA CreatINg Places / eligible government or nonprofit [27]	Small public-realm projects with community crowdfunding and approved match.	Supplement for a public amenity, not a principal building source; current cap / round applies.
DNR LWCF / trails programs / eligible public sponsor [30]	A qualifying public recreation or trail component, if consistent with program purposes and long-term protections.	Transport commuting links are not automatically eligible park projects. Avoid imposing incompatible restrictions on commercial parcels.
State Revolving Fund / eligible utility or public borrower [31]	Qualifying water-quality or stormwater infrastructure through the appropriate program.	Not a general private parking or landscaping grant; utility ownership and eligible cost boundaries matter.
Community foundation, donors and corporate philanthropy [33]	Restricted public-access, inclusion or ecological benefits through an eligible charitable structure.	Do not subsidize unrestricted private investor returns with assumed gifts. Define stewardship and donor restrictions.

For each application, designate one lead sponsor, one eligible-cost schedule and a grant calendar. Competitive assistance should be pursued after the project is sufficiently defined to submit a credible budget and before restricted spending begins.

28 / FINANCING INVENTORY C

Private capital and operating-business finance

Tool	Potential use	Key condition
Conventional bank / credit-union debt	Acquisition, construction and permanent property finance; tenant equipment finance separately.	Signed leases, adequate equity, appraisal, guarantees as negotiated and stressed debt coverage.
Landowner contribution / ground lease / seller financing	Reduce cash needed at closing and align the owner with successful redevelopment.	Independent valuation, title / lien review and lender consent. A ground lease changes expenses and must be re-modeled.
Patient / impact / strategic provider equity	Fund the return gap and full-roof solar; providers or businesses may own space they occupy.	Explicit investor return and liquidity expectations; no fictitious subsidy or guaranteed exit.
CDFI lending and New Markets Tax Credits [24]	Mission lending; NMTC through an allocating CDE if tract, business and transaction qualify.	No tract eligibility assumed. CDE allocation, seven-year compliance and transaction costs can make small deals impractical.
SBA 504 / owner-occupying operating business [25]	Fixed-asset finance for a qualifying operating owner, possibly a medical or productive tenant purchasing a unit.	Does not fund an ordinary passive rental investment. Ownership and occupancy rules must be met.
SBA 7(a), equipment leases, tenant capital [26]	Eligible tenant fit-out, equipment and working capital.	Tenant credit, guarantees and repayment capacity; not extra landlord rent revenue.
Anchor prelease / tenant improvement contribution	Match Works bays, grocery fit-out and medical space to real demand.	Binding agreement and a funded operating plan; tenant contributions replace specified costs rather than being counted twice.
Solar investor / equipment lease / lawful power agreement [13,14]	Finance systems as described in the solar plan.	Serving-utility rules, tenant meters, lender roof rights and cash savings govern. No base-case export revenue.
Employer training support / WorkOne [40]	Eligible employer training or resident referrals coordinated with existing providers and Normain.	An operating aid only; not property construction revenue or a duplicate Main community program.

If health tenants choose an owner-occupied condominium or a grocery operator buys its premises, replace the rental model with a sale / occupancy model. Do not retain both the sale proceeds and continuing rent in the same forecast.

29 / FINANCING INVENTORY D

Conditional tax tools and programs not in the base

Tool or program	Screening conclusion
Property-tax abatement / deductions [29]	Explore only with the City and assessor. Any reduction in taxable value / collections must flow through the TIF model; it cannot be counted as both a full TIF receipt and a full tax saving.
Federal solar / storage incentives [14]	Current credit timing, ownership, wage / apprenticeship, sourcing and other restrictions require tax review. No federal credit is assumed. A battery is not in the base scope.
179D and alternative-fuel refueling credit [32]	Do not use outdated incentive assumptions: IRS describes termination of 179D for construction beginning after June 30, 2026 and 30C for property placed in service after June 30, 2026.
Opportunity Zone investment [37]	Only if current designated-tract, investment-date and fund / business rules qualify. No site qualification or investor tax benefit is assumed.
Federal historic rehabilitation credit [38]	A building's age alone is insufficient. Works would require the appropriate historic certification and rehabilitation standards; not a base source.
Qualified nonprofit bond finance [39]	Possible only for an actually qualifying nonprofit ownership / use structure with bond-counsel review. Creating a shell nonprofit does not make a private commercial project eligible.
C-PACE or similar assessed energy financing	Screen current Indiana authority, local adoption and a willing capital provider before presenting it as available. Not verified and not included in sources.
LIHTC, IHCD housing assistance, FHLBank housing awards [34]	Reserve for eligible Normain housing projects under their own requirements. The three commercial buildings do not become housing-eligible through a shared name.
OCRA state CDBG, STOI, USDA rural tools [35]	Mishawaka's entitlement / urban setting and STOI small-town limits make these poor fits for the base commercial sites. Do not assume eligibility; use the City's own CDBG route.
Tourism / event sponsorships	Hotel-market or event support is not assumed to pay for a new hotel building. The optional hotel needs its own capital structure and current eligibility review.

Two near-term dates matter: MACOG lists October 12, 2026 for project applications; IEDC's RTC materials identify October 31 for regional submissions, with local intake potentially earlier. The \$1.45 million RTC target is net cash after assignment discounts / fees, not a guaranteed percentage of total costs. Establish eligibility and scope promptly, before restricted spending. [9,20]

Close each phase before building it

Period	Scope and closing requirement
First 30 days	Identify public sponsor and road owners; validate Division scope; inventory reusable paths; begin title / environmental, utility and Toll Road feasibility work.
Days 15-60	Confirm preliminary eligible costs, local match and route phases. Reconcile site frontage overlap and owner access; obtain independent cost and financing advice.
Days 30-90	Seek actual operator / investor terms, public capital resolutions, grant programming and maintenance agreements. Keep the initial \$400,000 predevelopment target within listed soft costs.
2027	8% network / 20% site capital. Design, rights and priority work, with funded authorization.
2028	22% network / 50% site capital. Core connections and site openings only after their capital and operating gates.
2029	25% network / 30% site capital. Continue accessible routes and complete independently financed property phases.
2030-2031	25% / 20% network capital. Outer connections, Division and crossing works only where rights, feasible design and closing funds are secured.

The illustrative schedule requires **\$97.46m** in capital and financing, plus **\$3.05m** of phased maintenance / reserve contributions. Total 2027-2031 cash need is approximately **\$100.51m**.

Funding categories are allocated across the full program, while receipts depend on award and contribution agreements. Capital inflation is 3.5% annually in the base case. The revised bridge allowance follows scheduled federal reimbursements and a six-month average delay; it replaces the former fixed \$0.63m allowance.

No completion date is guaranteed. If a grant cycle, public appropriation or private closing slips, update inflation, interest, opening fractions and safe interim routes before authorizing the next phase.

Turn allocations into enforceable commitments

Agreement term	Proposed provision
Capital closing	For each phase, attach the eligible uses, committed source amounts, match, draw schedule, conditions and independent cost-to-complete. The source allocation itself is not a commitment.
Property TIF	Use only approved, documented capacity. Current modeled site targets are approximately Works \$343,559; Exchange \$396,414; Health \$422,842. Private equity supplies the remaining site requirement.
Network capital	Negotiate federal awards and the 35% partner-public / 15% beneficiary contributions. No party is bound without approval and agreement; public debt requires a separate financing and repayment schedule.
Disbursement	Reimburse eligible, documented invoices against verified milestones. Use agreed escrow / retainage and prevent duplicate grant, TIF, credit or owner reimbursement.
Access before opening	Require frontage paths, accessible entrances and necessary safe network links before occupancy. Approve independent phase limits and temporary access.
Energy and solar	Retain full usable-roof solar, pink H2 branding and the three separate on-site energy business cases. Vendor, demand, water, utility and commissioning requirements remain.
Maintenance / public use	Assign the proposed 85% public / 15% beneficiary annual obligation, easements and reserve stewardship. Any property-company charge must be modeled and credited within that split.
Performance / remedies	Use occupancy and public-output reporting, verified net-new employment where promised, proportionate remedies, cure periods and disclosure of related-party contracts.

Keep Normain and the Division concepts financially separate. Confirm title, actual TIF resolutions, rent comparables, tenants, grants and public appropriations. No contacts, applications, awards or agreements are represented as executed by preparing this financing revision.

EVIDENCE / 1

Sources and verification notes

Research basis: September 14, 2026. Source titles are clickable. The financial models, proposed programs, budgets, design targets and benefit thresholds are original planning assumptions. Sources establish context and program rules, not commitments to these developments.

1. Mishawaka Planning and Community Development

City description of consolidated / site-specific TIF and local redevelopment administration.

2. Mishawaka public parcel GIS

Parcel geometry, identifiers and recorded GIS acreage; database fields show July 24, 2026 update. Ownership, acreage and addresses are screening data, not title / survey certification.

3. City: transition to Fire Station No. 2, October 2024

Current station at 700 E McKinley. Former station location is documented in the City's August 2023 groundbreaking notice, linked below.

4. City public TIF district map service

All three sites intersect a mapped existing TIF polygon in the screening queries. Zoning layer and GIS application linked below. No current cash or unpledged capacity is implied.

5. Mishawaka Utilities: Wellhead Protection

Public protection program, supplemented by the City's Wellhead_Protection_TOT_WBM map layer. Site points intersect mapped Division wellfield five-year capture polygons; mapping date / model limitations apply.

6. City floodplain map service

Zone X point screening. This is not a wetland, drainage, whole-parcel flood or insurance determination.

7. Normain Milieu working materials and user direction

Prior working materials identified in context include "Normain Milieu flexible offices," the township / Normain discussion and an August 2026 counsel-review community-center concept. This report uses their program summary; exact adopted boundaries and a final written scope remain to be provided.

8. U.S. Access Board: Public Right-of-Way Accessibility Guidelines

Accessibility design framework. Applicable agency adoption and standards must be determined by the design team; this proposal uses PROWAG as a baseline, not a universal claim of adoption.

9. MACOG: Transportation Improvement Program

Current page lists October 12, 2026 project applications, October / November review and December recommendations. Eligibility, available balance and match still require confirmation.

10. Indiana Brownfields: financial assistance

State environmental assistance and eligible loans / grants. No contamination or award is presumed.

11. Sturges Property Group: Q2 2026 transactions

Broker reports 23,890 SF at 3909 N Main. Older LoopNet listing provides a historical size / parcel cross-reference; exact measured area and sale terms need verification.

EVIDENCE / 2

Sources and verification notes

Research basis: September 14, 2026. Source titles are clickable. The financial models, proposed programs, budgets, design targets and benefit thresholds are original planning assumptions. Sources establish context and program rules, not commitments to these developments.

12. Visit South Bend Mishawaka: Hotel Motel Tax Board presentation, August 13, 2026

Public seven-page presentation, pages 2 and 3: through-June area hotel statistics and the separate selected 15-property group. Partial-year measures are not annual site forecasts.

13. Mishawaka Utilities: behind-the-meter generation policy

June 21, 2024 publication: customer generation is allowed, but generation supplied back to the grid is not credited. Obtain current written service / interconnection terms for each site.

14. IRS Notice 2025-42: wind and solar construction timing

Read current Section 48E rules with this guidance and the 2025 statutory changes. No solar credit is included in the financing plan. General IRS credit overview is linked below.

15. FHWA: Transportation Alternatives

Updated July 27, 2026; pedestrian / bicycle and related eligible improvements. STBG, safety funds and match require separate programming and eligibility review.

16. HUD: Community Development Block Grant

CDBG framework. City allocation, national objective, environmental review and eligible scope must be established before committing funds.

17. Indiana Gateway: local finance and TIF records

Due-diligence source for reported public finances. This proposal does not assert a verified available TIF balance, pledge schedule or borrowing authorization.

18. Indiana Code, Title 36

Reference for IC 36-7-14 commercial allocation and redevelopment authority. Counsel should confirm current provisions, amendments, findings, approvals and expenditure restrictions.

19. Indiana HEA 1001, 2026 enrolled text

Enrolled legislation reproduced by LegiScan; amendments to IC 36-7-14-53 concerning residential housing development programs effective July 1, 2026. Final legal application belongs with redevelopment / bond counsel.

20. IEDC: regional Redevelopment Tax Credit fact sheet

2026 regional process, October 31 regional deadline, approval before qualified investment and eligible-cost rules. Local intake, awards and net assignment proceeds must be confirmed.

21. HUD: Section 108 Loan Guarantee Program

Repayable financing through an eligible public CDBG recipient, not an unrestricted developer grant.

22. EPA: Brownfields funding types

Assessment, cleanup and revolving-loan tools, with applicant and site restrictions.

EVIDENCE / 3

Sources and verification notes

Research basis: September 14, 2026. Source titles are clickable. The financial models, proposed programs, budgets, design targets and benefit thresholds are original planning assumptions. Sources establish context and program rules, not commitments to these developments.

23. EDA: Public Works

Economic development public infrastructure funding; eligible sponsor, economic distress, CEDS and current notice govern.

24. CDFI Fund: New Markets Tax Credit Program

CDE investment framework. No tract or business qualification is asserted for the three sites.

25. SBA: 504 loans

Eligible operating-business fixed assets; passive rental investment restrictions apply.

26. SBA: 7(a) loans

Operating-business finance subject to lender underwriting and SBA eligibility.

27. IHCD: CreatING Places

Public placemaking crowdfunding / match program; current application terms and applicant eligibility govern.

28. IEDC: South Bend-Elkhart READI context, September 1, 2026

Regional award context. Does not establish uncommitted funds for the corridor proposal commercial properties.

29. Indiana Code, Title 6

Reference for local property-tax deduction / abatement authority, including IC 6-1.1-12.1. Any resulting reduction must be included in the TIF forecast.

30. Indiana DNR: Land and Water Conservation Fund

Outdoor public recreation assistance and long-term restrictions. Trail program eligibility needs separate review.

31. Indiana Finance Authority: State Revolving Fund

Water and wastewater infrastructure finance; eligible stormwater scope requires agency and utility review.

32. IRS: 2025 law modifications to energy incentives

Current termination treatment for Section 30C and Section 179D. Avoid relying on older incentive summaries.

33. Community Foundation of St. Joseph County: nonprofits

Charitable grantmaking entry point. No specific gift, eligibility determination or commitment is represented.

EVIDENCE / 4

Sources and verification notes

Research basis: September 14, 2026. Source titles are clickable. The financial models, proposed programs, budgets, design targets and benefit thresholds are original planning assumptions. Sources establish context and program rules, not commitments to these developments.

34. IHEDA: Rental Housing Tax Credits

Housing-only financing screen for Normain; FHLBank Indianapolis community programs linked below. Neither is a base commercial construction source.

35. Indiana OCRA: State CDBG

Non-entitlement local-government route; compare with Mishawaka's City program. STOI small-town criteria and USDA rural finance require separate eligibility screens.

36. Financial and development model assumptions

Original scenario calculations in this proposal, not lender quotes, appraisals, awarded financing or external market forecasts. Sources / uses, five-year property models, solar savings and TIF sizing are calculated consistently from the stated inputs.

37. IRS: Opportunity Zones

Investment, timing and designated-area rules require current tax review; no site qualification assumed.

38. National Park Service: historic rehabilitation tax incentives

Historic certification and rehabilitation standards, not age alone, control eligibility.

39. 26 U.S.C. 145: qualified nonprofit bonds

Federal qualified nonprofit bond framework reproduced by Cornell LII. Not a financing route for ordinary private commercial use by relabeling ownership.

40. Indiana DWD: NextLevel Jobs

Training and employer-support framework. Current employer intake and requirements must be confirmed; no amount enters property income.

41. USDOT: Safe Streets and Roads for All

FY2026 application round closed May 26, 2026. An eligible public sponsor and an eligible action plan are required for implementation awards; future rounds / authority are not assumed.

42. Habitat / City Woodfield Crossing development reporting

August 2026 local reporting corroborates the new housing vicinity at McKinley / Byrkit. Final entrances, project boundaries and construction status require developer / City coordination.

43. Saint Joseph Health System: training facilities

Mishawaka Medical Center address at 5215 Holy Cross Parkway. Confirm the accessible entrance and institution-approved last-mile connection.

44. Mishawaka public GIS road data

City road and address geometry used to identify the Holy Cross / Edison Lakes Parkway connection. The regional network diagram is a schematic; western routing requires road-owner and campus coordination.

EVIDENCE / 5

Sources and verification notes

Research basis: September 14, 2026. Source titles are clickable. The financial models, proposed programs, budgets, design targets and benefit thresholds are original planning assumptions. Sources establish context and program rules, not commitments to these developments.

45. U.S. DOE: Hydrogen Production, Electrolysis

Electrolysis separates water using electricity; environmental performance depends on electricity and system conditions. This does not establish that pond water is acceptable untreated feed.

46. U.S. DOE: PEM electrolysis technical targets

Published 55 kWh/kg system status benchmark used as a planning input. Targets are not guaranteed vendor performance or installed fueling-station cost.

47. U.S. DOE: Hydrogen Shot Water Electrolysis Technology Assessment, December 2024

Water and electrolysis system context. This proposal separately assumes 20 L/kg raw feed and 7 kWh/kg downstream services; actual design may differ.

48. U.S. DOE: Water Electrolyzer Installations Summary Report

Installation and facility-planning reference; a site-specific professional code / fire / utility review is required. The pictures establish no setback compliance.

49. 21 CFR Part 213: medical-gas manufacturing practice

Binding medical-gas manufacturing framework. Appropriate qualification, quality systems and release are necessary; industrial oxygen is not automatically medical oxygen.

50. FDA: Medical Gases, Current Good Manufacturing Practice

November 2025 draft guidance, not binding guidance. Read the underlying effective regulations with qualified medical-gas specialists.

51. IRS: Clean Hydrogen Production Credit

Section 45V eligibility, emissions and verification requirements. No credit value enters the base-case cash flow.

52. 26 U.S.C. 45V: clean-hydrogen production credit

Current statutory text reproduced by Cornell LII requires qualified facility construction to begin before January 1, 2028. Credit amount depends on eligibility and applicable conditions.

EVIDENCE / 6

Additional data and visual references

Additional primary and data references

City: former station at 2332 N Main

Mishawaka GIS application

City zoning map layer

City wellhead capture-area map layer

Historical rink listing / state parcel cross-reference

IRS: Section 48E overview; read with newer guidance

FHLBank Indianapolis community programs

IEDC: Small Town Opportunity Initiative facts

Visual basis: five user-provided Google Maps screenshots, city GIS geometry and three generated architectural concepts. GIS basemaps include legacy features; renderings are illustrative, not measured site plans, surveyed boundaries or approved traffic designs.

PATH NETWORK

Paths on both sides

Main + Grape: Cleveland to McKinley
McKinley: Grape to Main

Path connections

- DouglasSR 23 through Grape to Fir
- DayGrape to Fir
- FirMcKinley to Douglas
- FilbertMcKinley via Walt Disney to Day
- McKinleyMain to Fir / Byrkit

Edison / Edison Lakes / Holy Cross
Hospital connector

Division: McKinley to Filbert
Road + bike link; dashed section is a proposed extension.

Later possibilities

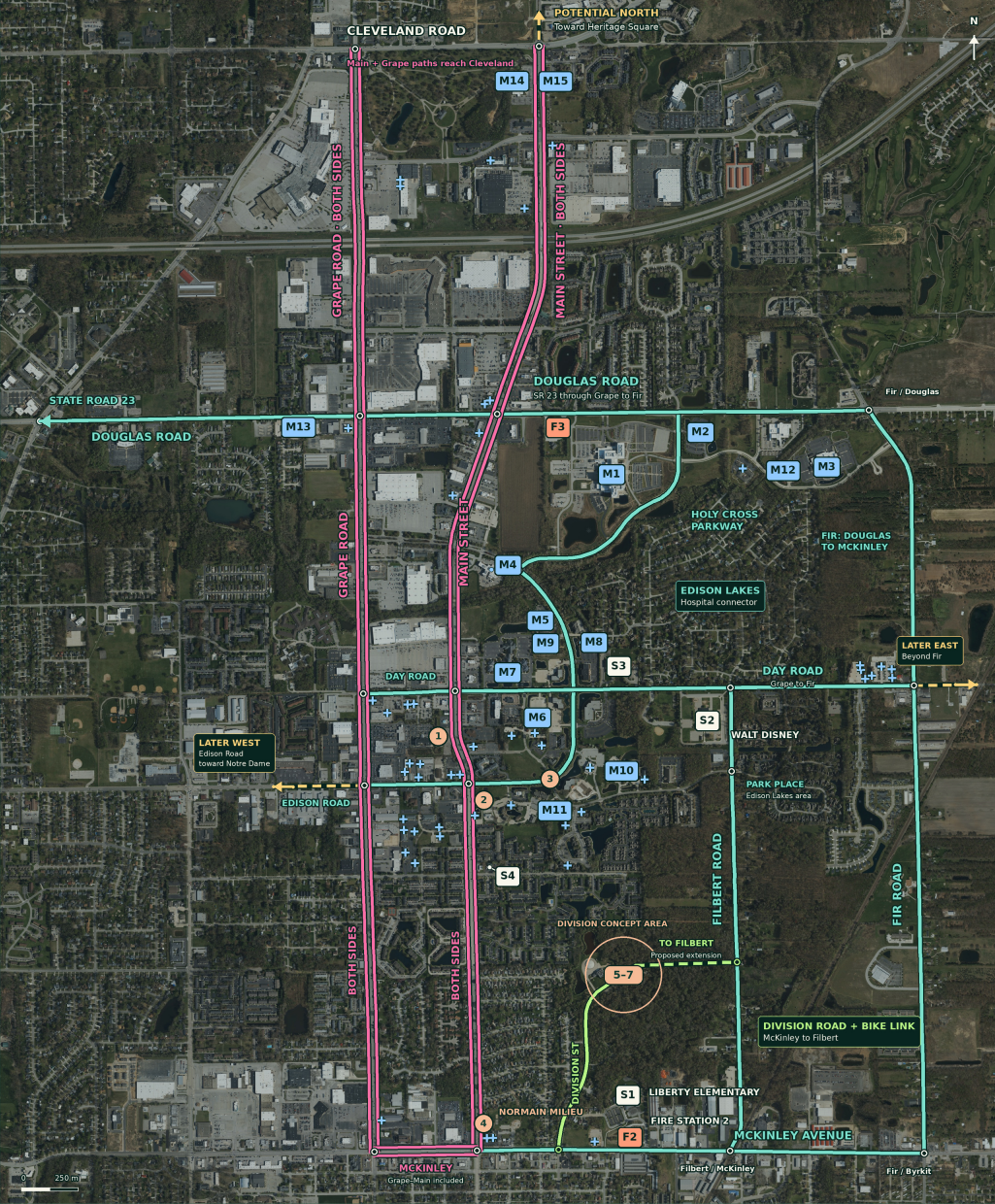
Edison west · Day east beyond Fir
Main north toward Heritage Square

MEDICAL FACILITIES

- M1Saint Joseph Medical Center + Pavilion
- M2Michiana Hematology Oncology
- M3Jackie Walorski VA Clinic
- M4Rehab Hospital of Northern Indiana
- M5Unity Physicians Hospital
- M6South Bend Clinic / Immediate Care
- M7Edison Lakes Medical Center
- M8Grossnickle Eye Center
- M9Visionary Surgery Center
- M10Nephrology Physicians / Fresenius
- M11Michiana Eye Center
- M12DaVita Dialysis, Trinity Place
- M13Afdent, Douglas Road
- M14Beacon Main Street / MedPoint
- M156910 N Main medical offices

Additional city-GIS healthcare sites
Medical, dental, eye care, chiropractic and pharmacies

Paired traces represent both sides. Final path placement and crossings require survey.
Division's dashed extension to Filbert and development areas show concepts, not surveyed footprints.



DEVELOPMENT PROPOSALS

- 1Milieu Works
3909 N Main Street
- 2Exchange Milieu
Main / Edison Lakes, southeast corner
- 3Health Milieu
Edison Lakes / Park Place
- 4Normain Milieu
Former fire station / Normain Park
- 5Millieunomics Institute
Division Street concept area
- 6Milieu Power
Division Street concept area
- 7Source Milieu
Division Street housing concept area

5-7 share one general concept-area marker.

SCHOOLS + PRESCHOOL

- S1Liberty Elementary
600 Pregel Drive
- S2Walt Disney Elementary
4015 Filbert Road
- S3Montessori Academy
Edison Lakes · 530 E Day Road
- S4La Petite Academy
Preschool · 130 E Catalpa Drive

FIRE STATIONS

- F2Fire Station 2
700 E McKinley Avenue
- F3Fire Station 3
333 E Douglas Road · Near hospital

Facility points: city GIS; shared campuses grouped.

INFRASTRUCTURE APPENDIX I / MEASURED QUANTITIES

The priced route inventory

Route / limits	Corridor mi	Path sides	Walk sides
Main Street McKinley to Cleveland	3.05	2	0
Grape Road McKinley to Cleveland	3.00	2	0
McKinley Avenue Grape to Main	0.28	2	0
Douglas Road State Road 23 through Grape to Fir	2.27	1	1
Day Road Grape to Fir	1.51	1	1
Fir Road McKinley to Douglas	2.06	1	1
Filbert Road McKinley via Walt Disney frontage to Day	1.27	1	1
McKinley Avenue Main to Fir / Byrkit	1.22	1	1
Edison Road Grape to Main	0.28	1	1
Edison Lakes Parkway Main / Edison to Holy Cross	0.86	1	1
Holy Cross Parkway Edison Lakes to Douglas / hospital	0.71	1	1
Division Street McKinley to existing GIS road end	0.58	1	1
Division extension Existing GIS road end east to Filbert	0.28	1	1
Total measured corridor	17.38	23.71 path mi	11.04 walk mi

Lengths use City of Mishawaka GIS road geometry and WGS84 segment calculations, without intermediate rounding. Each corridor is counted once, then multiplied by its priced facility sides. Costs follow full-precision quantities. The Division extension uses the mapped concept alignment, not an adopted road design. [I1,I7]

Filbert reaches Walt Disney school through Edison and continues to Day in the approved map. Future-arrow extents are not measured. GIS registration supports geographic alignment, not surveyed property boundaries, engineering clearances or existing-condition certification.

INFRASTRUCTURE APPENDIX II / RATES AND CONSTRUCTION

Visible rates and construction allowances

Linear work	Quantity	Low / base / high rate
10-foot shared-use paths	125,201 feet	\$115 / \$150 / \$210 per foot
6-foot opposite sidewalks	58,280 feet	\$70 / \$95 / \$130 per foot
Existing Division road renewal	3,069 feet	\$100 / \$180 / \$300 per foot
New Division road to Filbert	1,464 feet	\$600 / \$900 / \$1,500 per foot

Discrete package	Count	Base per item	Base total
Accessible junction	20	\$175,000	\$3.50m
School / preschool access	4	\$125,000	\$0.50m
Fire apron / warning treatment	2	\$125,000	\$0.25m
Medical access cluster	6	\$100,000	\$0.60m
Lighting	120	\$10,000	\$1.20m
Rest / planting / wayfinding node	30	\$15,000	\$0.45m
Toll Road accommodation	2	\$3,000,000	\$6.00m

What these rates buy

Path and sidewalk rates include pavement, base, ordinary grading and driveway continuity. Division road rates are additional to paths: existing pavement renewal and a provisional 24-foot new roadway with earthwork and ordinary road drainage. The 15% utility allowance covers additional corridor drainage / utility work; major relocations require separate design.

Junction and frontage counts are planning allowances, not approved crossing locations. Four school packages do not fund school buildings. Six medical access clusters do not imply one construction project for every mapped healthcare point. Fire treatments require emergency-response review.

All rates and counts are original September 2026 planning assumptions. Comparable public projects inform the overall envelope, but their all-in costs are not quoted as local unit prices. [I3,I4]

How the new allowance changes the plan

Reconciliation, 2026 dollars	Amount
Prior net public access allowance	\$20.00m
New measured linear works	\$26.19m
Utilities and discrete packages	\$16.43m
Survey / design + construction administration	\$8.52m
Construction contingency	\$10.65m
Rights-of-way and easements	\$2.50m
Less already-budgeted frontage overlap	(\$0.30m)
Revised net public network	\$63.99m
Increase over prior allowance	\$43.99m
Unchanged three-site property + energy	\$22.90m
Revised combined program	\$86.89m

Avoid duplicate costs and false precision

The \$0.30m overlap provision allocates \$100,000 at each site from the existing site-works budgets of \$0.35m / \$0.60m / \$0.60m. Confirm that split by survey and invoice schedule. If no overlap is demonstrated, remove the credit and add \$0.30m to net network capital.

The model gives **0% existing-asset reuse credit** pending inventory. This is a full-corridor funding envelope, not a claim that every foot needs reconstruction. Retain compliant segments, deduct documented reusable scope and update both capital quantities and future maintenance responsibilities.

Design, construction administration and contingency are applied once to direct construction. Escalation is applied later by spending year. The new road, crossing accommodations, land and utility allowances remain subject to feasibility; obtain prices before committing a construction phase.

INFRASTRUCTURE APPENDIX IV / EXPENDITURE SCHEDULE

Capital, source allocations and reimbursement timing

Year	Network \$m	Sites \$m	Bridge \$m	Capital \$m
2027	5.299	4.740	0.087	10.126
2028	15.081	12.266	0.246	27.592
2029	17.737	7.617	0.289	25.643
2030	18.358	0.000	0.298	18.656
2031	15.200	0.000	0.246	15.446
Total	71.675	24.623	1.165	97.463

Scheduled source category	Million \$
Private / institutional capital	33.926
Public capital	63.537
Total proposed capital allocations	97.463
Phased maintenance and renewal reserve	3.046
Five-year capital + maintenance cash need	100.509

A revolving reimbursement facility

The proposed \$9m line covers timing after federal awards are executed. A six-month average delay on scheduled federal receipts, 6% annual interest and a one-time 1% facility fee produces **\$1.17m** total financing cost. Peak modeled draw is approximately **\$4.59m**, assuming even within-year spending.

Bridge principal is repaid by grant receipts and is not permanent funding. Interest and fees are assigned to sponsor / institutional capital. A longer reimbursement delay or uneven spending can require more liquidity. A lender must replace this annual approximation with monthly draws before closing.

Property debt, the TIF target and RTC proceeds do not automatically inflate. Scheduled property cost growth is assigned to additional required sponsor equity pending actual closing terms. Network source requirements scale with spending-year costs; grants do not automatically increase.

INFRASTRUCTURE APPENDIX V / RECURRING COSTS

Fund the network after construction

Annual routine care, 2026 dollars	Base
Shared paths including winter service	\$237,124
Sidewalks including winter service	\$77,266
Vegetation and minor drainage	\$43,438
Division roadway routine care	\$6,869
Lighting energy and maintenance	\$42,000
Junction equipment maintenance	\$40,000
Inspection and coordination	\$25,000
Routine operations total	\$471,696

Annual renewal reserve	Base
Shared-path resurfacing	\$219,102
Sidewalk renewal	\$116,561
Division roadway resurfacing	\$45,333
Junction renewal	\$175,000
Toll crossing renewal	\$120,000
Renewal reserve total	\$675,996
Total annual funding	\$1,147,692

Reserve assumptions: path resurfacing \$35/foot over 20 years; sidewalk renewal \$80/foot over 40 years; Division roadway resurfacing \$200/foot over 20 years; junction and crossing allowances over 20 and 50 years. Reserves are annual cash funding, not depreciation.

The full-operation annual range is \$0.78m–\$1.80m. Thirty years of base routine costs and reserve contributions total **\$34.43m** in real dollars, with a **\$19.85m** present value at a 4% real discount rate. This excludes initial capital and does not count the same future replacements again.

Road owners, municipalities, institutions and property owners must assign services and recurring funding by agreement, including snow, lighting, vegetation, repairs and reserve stewardship. No agreement is assumed; TIF operating eligibility is not presumed.

Required equity and connected developments

Development	2026 capital	Required property equity	Y3 cash yield
Milieu Works	\$6.25m	\$2.31m	3.7%
Exchange Milieu	\$7.85m	\$3.40m	2.1%
Health Milieu	\$8.80m	\$3.58m	3.9%

Site budgets include on-site energy. Property equity rises by \$1.037m in total as the site TIF allocation is limited to modeled capacity. Property debt and operating cash forecasts stay unchanged. These yields exclude separately allocated solar benefits, investor taxes and future capital calls.

Related concept	Financial relationship
Normain Milieu	Housing / community role near the former Main Street firehouse; separate real estate, TIF and operating accounts.
Milieueconomics Institute	Division-area institutional concept; its building capital and operating plan are separate.
Regional Milieu Power	Division-area energy concept; separate from the three \$1.50m on-site facilities in this plan.
Source Milieu	Division-area housing concept; its buildings, revenues and tax increment are outside this program.

Maintenance contributions require an agreement

The proposed annual allocation is \$975,539 public and \$172,154 institutional / beneficiary funding. Default property-company allocation is zero because no charge has been agreed. A zero charge does not create free maintenance; external agreements must carry that amount.

If the three companies contribute, deduct their payments from the beneficiary allocation rather than counting them again. Test debt coverage and distributions before committing a charge. Capital contributions are not assumed to earn repayments without a separately underwritten revenue stream.

INFRASTRUCTURE APPENDIX VII / COMMUNITY DESTINATIONS

Schools, fire response and healthcare

Mapped school / preschool	Address / access focus
Liberty Elementary	600 Pregel Drive; school-route and crossing review.
Walt Disney Elementary	4015 Filbert Road; Filbert / Edison school access.
Montessori Academy at Edison Lakes	530 E Day Road; Day corridor access.
La Petite Academy	130 E Catalpa Drive; preschool access within the network.

Fire destination	Current location
Fire Station 2	700 E McKinley Avenue
Fire Station 3, near hospital	333 E Douglas Road
Former Main Street firehouse	2332 N Main; Normain concept, not current Station 2

Medical destinations identified in the map

Saint Joseph Medical Center and Medical Pavilion; Michiana Hematology Oncology; Jackie Walorski VA Clinic; Rehabilitation Hospital of Northern Indiana; Unity Physicians Hospital; South Bend Clinic / Immediate Care; Edison Lakes Medical Center; Grossnickle Eye; Visionary Surgery; Nephrology Physicians / Fresenius; Michiana Eye Center; DaVita Dialysis Trinity; Afdent Douglas; Beacon Main Street / MedPoint; and the 6910 N Main medical offices.

The map labels 15 major medical destinations and shows 50 additional municipal GIS healthcare points, grouping shared addresses where needed. The six capital access packages serve clusters; they do not fund construction at every provider.

Facility locations derive from municipal GIS and the verified map directory. The map is not an exhaustive, continuously updated operating directory. Confirm school entrances, medical accessible drop-offs and fire movements with each operator before design. Inclusion does not imply endorsement, patient volume, tenancy, financing or partnership commitment. [I2,I7]

Evidence required for each funding phase

Gate	Evidence
Scope and condition	Measured side-specific gaps, widths and usable assets. Replace the zero reuse credit only with documented retained scope.
Engineering and rights	Toll Road feasibility, property rights, Division project scope, drainage, utility conflicts and accessible junction design.
Federal eligibility	Agency-approved scope / cost basis, eligible applicant, current authority, competitive selection, programming and required environmental / procurement process.
Local and beneficiary capital	Named public appropriation and contributor agreements, eligible cash match, payment dates and independently supportable land equity.
Liquidity	Executed revolving facility or sponsor cash; monthly draw and reimbursement schedule. No bridge principal counted twice.
Operating responsibility	Public and beneficiary service / reserve agreements matching the \$1.15m annual base requirement, including winter access and any owner charges.
Property close	Signed leases / operator evidence, appraisals, updated equity and debt terms, actual TIF / RTC approvals and opening reserves.
Public accountability	Phase cost-to-complete, executed commitments, grant receipts, completed accessible length, maintenance performance and changes in assumptions.

The funding schedule allocates the full estimated cost, but every source requires evidence at closing. Where an award, appropriation or contributor cannot meet the requirement, revise or defer a safe, independent phase rather than treating the allocation as cash.

The route map, four school / preschool campuses, two current fire stations, major medical destinations and related concepts remain as approved. This revision changes financing representation and responsibilities, not the mapped access scope.

INFRASTRUCTURE APPENDIX IX / SOURCES AND ASSUMPTIONS

A traceable planning estimate

I1 / City of Mishawaka road geometry

Downloaded September 15, 2026. WGS84 segment lengths. Division extension is a concept line.

https://maps.mishawaka.in.gov/arcgis/rest/services/Public/Mish_Base_Data_WBM/MapServer/0

I2 / City of Mishawaka facility points

Schools, fire and healthcare destinations. Points are destinations, not development commitments.

https://maps.mishawaka.in.gov/arcgis/rest/services/Public/Points_of_Interest_WBM/MapServer/0

I3 / MACOG updated 2026-2030 TIP project pages

September 3, 2026 revision, page 8: Coal Line Trail III construction \$2,378,200 over 0.60 mile; Ewing Trail total \$3,886,000 over 0.55 mile. Different scope and price years; contextual benchmarks only.

https://tiparchive.macog.com/docs/Updated_TIP_pages.pdf

I4 / Des Plaines Active Transportation Plan, April 2026

Pages 61-66: engineering inclusion varies by facility; crossing packages and structures priced separately. Supports estimate structure, not Mishawaka unit-price quotes.

https://www.desplainesil.gov/files/assets/city/v/1/pwe/active-transit/dp-active-transportation-plan_april-2026.pdf

I5 / MACOG project selection and TIP

Applications due October 12, 2026 at retrieval. Regional sponsor and programming required; no award assumed.

<https://www.macog.com/transportation-improvement-program>

I6 / September 14, 2026 development and business plan

Original \$18.4m property and \$4.5m energy costs retained. The financing revision supersedes the earlier source allocations and equity cash yields.

https://mainmilieu.com/assets/North_Mishawaka_Corridor_Development_Proposal.pdf

I7 / September 15, 2026 infrastructure revision

User-requested mapped routes and destinations. Unit rates, counts, phasing, reserves and financing assumptions are original planning estimates.

<https://mainmilieu.com/assets/MainMilieu-Sidewalk-Proposals.png>

Benchmark and estimate limits

Local context: MACOG lists \$2.3782m of Coal Line Trail III construction over 0.60 mile and \$3.886m total for the 0.55-mile Ewing trail. Their scopes and price years differ. These are broad reasonableness checks, not rates multiplied directly into this model. Des Plaines distinguishes path costs with engineering from separate crossing and structure allowances. [I3,I4]

This revision is an original planning model, not a survey, bid, appraisal, funding award or certified benefit-cost analysis. All unchanged original references [1]–[52] remain in the preceding source register. Download the editable workbook and full GIS map from mainmilieu.com/links/.

FINANCING APPENDIX / ASSUMPTIONS AND CURRENT PROGRAM CONTEXT

How the revised funding allocation works

Planning input	Basis and limitation
50% federal / 35% public partner / 15% beneficiary	Original sponsor allocation for the expanded network. No agency allocation, jurisdiction budget capacity or institutional consent is inferred.
75% eligible-cost screen; 80% federal share cap	Conservative underwriting inputs, not an eligibility ruling. The federal request is 66.7% of the screened eligible envelope, with at least \$8.00m non-federal match at the base target.
Capacity-tested property TIF	Approximately \$1.163m modeled net capacity. Verify current district availability and legal approval; prior unsupported TIF is removed.
Required private equity	Residual property capital after limited debt, energy capital, TIF and RTC targets. This is an explicit sponsor requirement and cannot be treated as subscribed equity.
85% public / 15% beneficiary upkeep	Proposed recurring appropriation and service / reserve agreement split. No new public-network borrowing is modeled.
Six-month grant delay; \$9m revolving line	Planning liquidity only after awards; 6% base interest and one-time 1% fee. Validate actual monthly timing and lender terms.

F1 / MACOG project selection and TIP. Competitive selection and fiscally constrained programming; current applications due October 12, 2026. macog.com/transportation-improvement-program

F2 / FHWA Transportation Alternatives. Walking, cycling and related eligibility framework; program-specific federal-share and sponsor rules apply. [FHWA Transportation Alternatives fact sheet](#)

F3 / USDOT BUILD. FY2026 selections have been announced. No current BUILD award is counted. transportation.gov/BUILDgrants

F4 / USDOT SS4A. FY2026 applications closed May 26, 2026. No current SS4A award is counted. transportation.gov/grants/SS4A

Checked September 15, 2026. Future grant rounds, authority, regional capacity and awards must be verified. All other original source references remain applicable to unchanged subject matter. A balanced proposed allocation is not a representation of committed financing.